



FEDERAL RETIREMENT THRIFT INVESTMENT BOARD  
1250 H Street, NW Washington, DC 20005

October 7, 2011

MEMORANDUM FOR THE EXECUTIVE DIRECTOR

FROM: JAMES B. PETRICK  
CHIEF FINANCIAL OFFICER

A handwritten signature in black ink, appearing to be "JP", written over the printed name of James B. Petrick.

SUBJECT: QUARTERLY FINANCIAL ASSESSMENT OF TSP'S PRIMARY  
VENDORS – SECOND QUARTER 2011

The Board has requested that each quarter we review the TSP's primary vendors and report on their financial standing. This quarter, we have again reviewed Serco Group, BlackRock Inc., Equinix Inc., R.R. Donnelley & Sons, MetLife, and The Active Network, Inc.

For each vendor we have analyzed the following:

1. Current Financial Condition:

Our financial analysis consists of a review of the vendor's key financial statistics from their current income statement and balance sheet for the most recent quarter available to determine their overall financial stability. For this report, we are using available data for the period through June 30, 2011. We determine whether there is evidence of stable or growing income (i.e., the profitability of the company). We also review the current balance sheet to determine: 1) the current ratio of assets to liabilities to ascertain the vendor's ability to meet short term liquidity needs, and 2) the ratio of total debt to total assets to ascertain the prospects for longer term profitability. Then, we look for significant changes from prior to current periods to identify trends that may require further explanation. For comparative purposes, we have included information from the first six months of 2011, year-end 2010, the first six months of 2010, and year-end 2009.

2. Dun & Bradstreet Credit Score:

We continue our practice of reviewing the Dun & Bradstreet credit scores. These scores predict the likelihood of a firm paying in a severely delinquent manner (90+ days past term) over the next twelve months. The score range is 1-5 with 1 being the lowest risk and 5 the highest risk of the firm paying in a severely delinquent manner. While this score has some descriptive value in terms of the firm's current relationship with its credi-

tors and can disclose potential financial problems, it should only be considered one part of a firm's overall financial picture.

### 3. Significant Events:

This section includes a description of any significant items that could impact the company's financial situation, such as significant pending litigation, mergers and acquisitions, or major stock issuances or redemptions.

### 4. Risk Mitigation:

This section describes the risk to the TSP if the vendor were to become unable to meet the terms of the TSP's contract and what steps we would take to mitigate the risk to ongoing TSP operations.

### Attachments

## **Serco Services Inc. (a subsidiary of Serco Group plc)**

General Information: Serco Group plc is a business services company based in Hook, North Hampshire in the United Kingdom. In 2005, Serco acquired Resource Consultants Inc. (RCI), which expanded its capabilities in IT services, systems engineering, strategic consulting and human resource-focused business process management. In 2008, Serco acquired SI International, further broadening its capabilities in IT and professional services in North America and gaining new U.S. government relationships. Serco employs more than 11,000 people in over 100 locations across North America.

Serco Services Inc. is the prime contractor for managing both FRTIB data centers, operating and maintaining the information technology (IT) components of the TSP record keeping system, providing incoming mail, data entry and imaging support, and operating the Clintwood Call Center. Serco Services Inc. also administers the accounting, court ordered payments, death benefits, and payroll office liaison functions. Serco Services Inc. relies on subcontracting support as follows: ICFI (formerly Jacob and Sundstrom, Inc.) for systems programming and network engineering support for both our primary and secondary data centers; and SunGard for TSP record keeping support and maintenance of our core record keeping capabilities contained in its commercial-off-the-shelf proprietary software packages.

Assessment: Serco Services Inc. has an extensive portfolio of Federal government contracts, and serves all branches of the U.S. military, numerous civilian agencies and the intelligence community. Since the beginning of the financial year, Serco has been awarded £1.6 billion of contracts, comprising signed contracts valued at £1.4 billion and preferred bidder appointments valued at £0.2 billion. Serco continues to be a profitable and growing company. We find no indication that Serco Services Inc. is unable to fulfill its contractual obligations to the TSP.

### Current Financial Condition:

- **Income Statement:** For the six-month period ending June 30, 2011, Serco Group plc reported revenues of £2.2 billion, an increase of 5 percent from the £2.1 billion reported in the same period of 2010. Net profit through June 30, 2011 was £82.2 million, an increase of 10 percent from the £74.4 million reported in the first six months of 2010.
- **Balance Sheet:** At June 30, 2011, Total Assets were £2.7 billion, an increase of 7 percent from the £2.5 billion reported at year-end 2010. Total Liabilities were £1.8 billion, an increase of 8 percent from the £1.7 billion reported at year-end 2010.
- **Cash Flow:** At June 30, 2011, cash and cash equivalents totaled £305.0 million, a 9 percent increase from £279.3 million at year-end 2010.

- **Current Ratio:** The Current Ratio (Current Assets/Current Liabilities) increased to 1.2 from 1.1 reported at year-end 2010.
- **Leverage:** At June 30, 2011, Total Liabilities as a percent of Total Assets remained flat at 67 percent from year-end 2010.

**Dun & Bradstreet Credit Score Class:** As of September 30, 2011, the credit score for Serco Services Inc. as a subsidiary of Serco Group plc, was 3 (moderate risk), unchanged from the previous quarter.

**Stock Performance:** Serco Group plc's closing share price on September 30, 2011, was £510.50, down from its 52-week high of £647.50 on October 19, 2010. The 52-week low was £465.50 on March 2, 2011.

**SAS 70 Report:** There is no SAS 70 report available.

**Significant Events:**

- September 2, 2011 - Serco announced that the U.S. Army has awarded the Company a \$52 million contract to support the Human Resources Command's and US Army's Installation Management Command's Army Career and Alumni Program (ACAP). Under this contract, Serco will provide transition and employment assistance to Soldiers, Army civilians, and family members transitioning out of the military.
- August 1, 2011 - Serco Group PLC announced that it signed a 10-year hospital services contract in Australia worth \$1.3 billion (\$1.44 billion). The company will provide non-clinical support services at the Fiona Stanley Hospital in Western Australia. The contract has two five-year extension options, with annual revenues totaling \$30 to \$50 million. From the opening of the hospital in 2014, annual revenues will rise to \$160 million.

**Risk Mitigation:** Should Serco Services Inc. cease operations, we could issue letter contracts (an agreement to be negotiated at a later point) on an emergency basis to: a) ICF International to continue systems programming and possibly expand support to data center operations, and; b) SunGard to continue incoming mail, data entry, and other operations to maintain the TSP record keeping system, accounting, legal, and Agency interface operations.

If Serco Services Inc. were unable to operate the Virginia call center, The Active Network, Inc.'s call center in Maryland could serve as a temporary backup.

The Agency is continuing to develop the requirements for a new statement of work (SOW) for the re-competition of Serco IT record keeping services. We have engaged a contractor, Acquisition Solutions Inc., to develop the requirements for re-competition of this contract. We are currently planning to conduct the competition in CY 2012.

**Serco Group**  
**Income Statement**  
**(In £ millions)**

|   | <b>Six Months Ended</b> | <b>12/31/2010</b> | <b>6/30/2010</b> | <b>12/31/2009</b> |
|---|-------------------------|-------------------|------------------|-------------------|
|   | <b>Unaudited</b>        | <b>Audited</b>    | <b>Unaudited</b> | <b>Audited</b>    |
| Revenue   | 2,245.8                 | 4,326.7           | 2,140.3          | 3,970.0           |
| Cost of sales   | 1,912.8                 | 3,682.4           | 1,824.2          | 3,383.2           |
| <b>Gross profit</b>   | <b>333.0</b>            | <b>644.3</b>      | <b>316.1</b>     | <b>586.8</b>      |
| Administrative expenses   | 199.2                   | 385.6             | 191.7            | 357.1             |
| <b>Adjusted operating profit</b>                                    | <b>133.8</b>            | <b>258.7</b>      | <b>124.4</b>     | <b>229.7</b>      |
| Other expenses – amortization of intangibles arising on acquisition | 8.4                     | 17.4              | 8.8              | 17.6              |
| Other expenses – acquisition-related costs                          | 3.4                     | -                 | -                | -                 |
| <b>Total administrative expenses</b>                                | <b>11.8</b>             | <b>17.4</b>       | <b>8.8</b>       | <b>17.6</b>       |
| <b>Operating profit</b>   | <b>122.0</b>            | <b>241.3</b>      | <b>115.6</b>     | <b>212.1</b>      |
| Investment revenue  | 5.3                     | 3.9               | 1.6              | 2.7               |
| Finance costs   | 15.5                    | 31.3              | 15.8             | 37.7              |
| <b>Profit before tax</b>  | <b>111.8</b>            | <b>213.9</b>      | <b>101.4</b>     | <b>177.1</b>      |
| Tax   | 29.6                    | 57.1              | 27.0             | 46.9              |
| <b>Profit for the period</b>  | <b>82.2</b>             | <b>156.8</b>      | <b>74.4</b>      | <b>130.2</b>      |

**Serco Group  
Balance Sheet  
(In £ millions)**

|  | 6/30/2011      | 12/31/2010     | 6/30/2010      | 12/31/2009     |
|--|----------------|----------------|----------------|----------------|
|  | Unaudited      | Audited        | Unaudited      | Audited        |
| <b>Assets</b>  |                |                |                |                |
| <b>Current assets</b>                                      |                |                |                |                |
| Cash and cash equivalents                                  | 305.0          | 279.3          | 313.8          | 319.4          |
| Derivative financial instruments                           | 15.2           | 3.9            | 4.1            | 1.4            |
| Trade and other receivables                                | 815.6          | 786.2          | 801.4          | 720.9          |
| Current tax assets   | 3.9            | 4.0            | 2.9            | -              |
| Inventories  | 70.5           | 65.4           | 62.7           | 65.9           |
| Total current assets                                       | 1,210.2        | 1,138.8        | 1,184.9        | 1,107.6        |
| <b>Non-current assets</b>                                  |                |                |                |                |
| Goodwill   | 932.7          | 899.5          | 925.7          | 898.4          |
| Other intangible assets                                    | 146.9          | 145.0          | 146.4          | 164.4          |
| Property, plant and equipment                              | 146.9          | 135.4          | 129.9          | 129.2          |
| Trade and other receivables                                | 201.9          | 156.7          | 206.5          | 181.4          |
| Retirement benefit assets                                  | 14.9           | -              | -              | -              |
| Deferred tax assets  | 27.7           | 38.1           | 50.2           | 48.0           |
| Derivative financial instruments                           | 2.2            | 3.5            | 3.6            | 2.5            |
| Total non-current assets                                   | 1,473.2        | 1,378.2        | 1,462.3        | 1,423.9        |
| <b>Total assets</b>  | <b>2,683.4</b> | <b>2,517.0</b> | <b>2,647.2</b> | <b>2,531.5</b> |
| <b>Liabilities</b>   |                |                |                |                |
| <b>Current liabilities</b>                                 |                |                |                |                |
| Trade and other payables                                   | 836.1          | 805.5          | 871.0          | 771.6          |
| Current tax liabilities                                    | 9.9            | 19.5           | 19.0           | 14.1           |
| Obligations under finance leases                           | 9.0            | 7.1            | 7.3            | 6.0            |
| Loans  | 147.0          | 159.5          | 105.9          | 110.7          |
| Derivative financial instruments                           | 4.8            | 2.4            | 5.6            | 5.5            |
| Total current liabilities                                  | 1,006.8        | 994.0          | 1,008.8        | 907.9          |
| <b>Non-current liabilities</b>                             |                |                |                |                |
| Trade and other payables                                   | 28.6           | 22.2           | 21.8           | 23.1           |
| Obligations under finance leases                           | 17.1           | 19.3           | 19.1           | 18.0           |
| Loans  | 457.1          | 354.6          | 498.3          | 543.2          |
| Derivative financial instruments                           | 0.9            | 5.2            | 2.8            | 1.7            |
| Retirement benefit obligations                             | 240.2          | 226.2          | 319.6          | 294.2          |
| Provisions   | 37.2           | 39.6           | 41.0           | 42.3           |
| Deferred tax liabilities                                   | 14.6           | 14.6           | 8.6            | 9.0            |
| Total Long-term liabilities                                | 795.7          | 681.7          | 911.2          | 931.5          |
| <b>Total liabilities</b>                                   | <b>1,802.5</b> | <b>1,675.7</b> | <b>1,920.0</b> | <b>1,839.4</b> |
| <b>Equity</b>  |                |                |                |                |
| Share capital  | 9.9            | 9.9            | 9.8            | 9.8            |
| Share premium account                                      | 307.3          | 306.7          | 305.5          | 304.1          |
| Capital redemption reserve                                 | 0.1            | 0.1            | 0.1            | 0.1            |
| Retained earnings  | 625.4          | 568.5          | 496.8          | 444.1          |
| Retirement benefit obligations reserve                     | (155.9)        | (142.8)        | (163.1)        | (150.0)        |
| Share-based payment reserve                                | 63.6           | 58.7           | 54.4           | 49.6           |
| Own shares reserve   | (48.9)         | (27.5)         | (28.3)         | (13.0)         |
| Hedging and translation reserve                            | 79.4           | 67.7           | 51.9           | 47.3           |
| <b>Equity attributable to equity holders of the parent</b> | <b>880.9</b>   | <b>841.3</b>   | <b>727.1</b>   | <b>692.0</b>   |
| <b>Non controlling interest</b>                            | <b>-</b>       | <b>-</b>       | <b>0.1</b>     | <b>0.1</b>     |
| <b>Total equity</b>  | <b>880.9</b>   | <b>841.3</b>   | <b>727.2</b>   | <b>692.1</b>   |
| <b>Total liabilities and shareholders' equity</b>          | <b>2,683.4</b> | <b>2,517.0</b> | <b>2,647.2</b> | <b>2,531.5</b> |
| Current ratio: Current assets/Current liabilities          | 1.2            | 1.1            | 1.2            | 1.2            |
| Leverage: Total liabilities/Total assets                   | 67%            | 67%            | 73%            | 73%            |

**Serco Group**  
**Cash Flow Statement**  
(In £ millions)

|   | 6/30/2010    | 12/31/2010   | 6/30/2010    | 12/31/2009   |
|---|--------------|--------------|--------------|--------------|
|   | Unaudited    | Audited      | Unaudited    | Audited      |
| Net cash inflow/(outflow) from operating activities | 78.9         | 241.0        | 150.8        | 235.1        |
| Net cash inflow/(outflow) from investing activities | (64.5)       | (41.7)       | (13.6)       | (64.5)       |
| Net cash inflow/(outflow) from financing activities | 11.4         | (247.5)      | (145.5)      | (96.7)       |
| Change in cash and cash equivalents                 | 25.8         | (48.2)       | (8.3)        | 73.9         |
| Net exchange gain/(loss)                            | (0.1)        | 8.1          | 2.7          | (5.3)        |
| Cash and cash equivalents at beginning of period    | 279.3        | 319.4        | 319.4        | 250.8        |
| <b>Cash and cash equivalents at end of period</b>   | <b>305.0</b> | <b>279.3</b> | <b>313.8</b> | <b>319.4</b> |

## **BlackRock, Inc.**

General Information: BlackRock, Inc. is one of the leading investment management companies in the U.S. The firm's products include a spectrum of fixed income and mutual funds, as well as investment tools, outsourcing, and advisory services to institutional investors. The company also offers risk management and investment technology services to insurance companies, finance companies, pension funds, foundations, REITs, commercial and mortgage banks, savings institutions and government agencies.

Assessment: As of June 30, 2011, BlackRock's assets under management total \$3.66 trillion across equity, fixed income, cash management, alternative investment, real estate and advisory strategies. The company acquired Barclays Global Investors (BGI) in December 2009 under the BlackRock name, making it the largest money manager in the world. There is no indication at this time that the company will be unable to meet its contractual obligations to the TSP.

### Current Financial Condition:

- **Income Statement:** For the six-month period ending June 30, 2011, BlackRock reported total revenue of \$4.6 billion which increased 15 percent from \$4.0 billion for the same period in 2010. The Company reported a Net Income of \$1.2 billion, up 39 percent from a Net Income of \$0.9 billion reported for the same period in 2010.
- **Balance Sheet:** As of June 30, 2011, Total Assets of \$185.0 billion were reported, an increase of \$6.6 billion from \$178.5 billion reported at year-end 2010. Total Liabilities reported were \$160.4 billion, up \$8.3 billion from the \$152.1 billion reported at year-end 2010.
- **Cash Flow:** As of June 30, 2011, the Company reported cash and cash equivalents of \$2.8 billion, a decrease of \$0.6 billion from the \$3.4 billion reported at year-end 2010.
- **Current Ratio:** N.A. (BlackRock Inc. does not present current assets and current liabilities in its balance sheet presentation).
- **Leverage:** As of June 30, 2011, Total Liabilities reported were 87 percent of Total Assets, compared to 85 percent at year-end 2010.

Dun & Bradstreet Credit Score Class: As of September 30, 2011, the credit score was 3 (moderate risk), unchanged from the previous quarter.

Stock Performance: BlackRock's closing share price on September 30, 2011, was \$148.01, down from its 52-week high of \$209.77 on March 1, 2011. The 52-week low was \$140.22 on September 22, 2011.



**SAS 70 Report:** Deloitte & Touche's SAS-70 reported on the Service Auditor's Report on Controls Placed in Operation and Tests of Operating Effectiveness for Asset Management Services dated December 10, 2010. This report covers operations from December 1, 2009 through September 30, 2010, and identified no significant areas of concern to the TSP.

**Significant Events:**

- BlackRock's Board of Directors declared a quarterly cash dividend of \$1.375 per share of common stock, payable December 23, 2011 to shareholders of record at the close of business on December 5, 2011.
- August 8, 2011 – BlackRock, Inc. announced that it has further expanded its menu of index mutual funds for defined contribution (DC) plans. The firm now features a suite of 16 core index funds, which will be available on most major recordkeeping platforms, complement a product suite that also includes BlackRock's S&P 500 Stock Fund; Small Cap Index Fund, tracking the Russell 2000 Index; International Index Fund, tracking the MSCI EAFE Index; Bond Index Fund, tracking the Barclay's U.S. Aggregate Index; and the Russell 1000 Index Fund.

**Risk Mitigation:** BlackRock has assumed the management of the TSP's bond and equity funds. The company is subject to the same contract provisions as BGI. TSP assets are held in trust and cannot be accessed by BlackRock's creditors. In the event of bankruptcy by BlackRock, the actual securities could be transferred by the Agency to another investment manager. There is a risk during the transition period that the TSP might be unable to invest and disinvest participants' money in a timely fashion. Additionally, there may be transaction costs associated with transferring the assets to another investment manager, but this risk is mitigated by the terms of the current contract with BlackRock, which provides for the transfer in kind of the TSP assets.

**BlackRock, Inc.**  
**Income Statement**  
(In \$ millions)

|   | Six Months<br>Ended<br>06/30/11<br>Unaudited | 12/31/10<br>Audited | Six Months<br>Ended<br>06/30/10<br>Unaudited | 12/31/09<br>Audited |
|---|--|---------------------|--|---------------------|
| <b>Revenue</b>  |  |                     |  |                     |
| Investment advisory, administration fees and securities lending revenue         |  |                     |  |                     |
| Related parties   | 2,756  | 4,893               | 2,311  | 2,616               |
| Other third parties   | 1,328  | 2,397               | 1,234  | 1,210               |
| Total investment advisory, administration fees and securities lending revenue   | 4,084  | 7,290               | 3,545  | 3,826               |
| Investment advisory performance fees  | 133  | 540                 | 100  | 202                 |
| BlackRock Solutions and advisory  | 244  | 460                 | 227  | 477                 |
| Distribution fees   | 55   | 116                 | 60   | 100                 |
| Other revenue   | 113  | 206                 | 95   | 95                  |
| Total revenue   | 4,629  | 8,612               | 4,027  | 4,700               |
| <b>Expenses</b>   |  |                     |  |                     |
| Employee compensation and benefits  | 1,654  | 3,097               | 1,482  | 1,802               |
| Distribution and servicing costs  |  |                     |  |                     |
| Related parties   | 2  | 226                 | 128  | 368                 |
| Other third parties   | 207  | 182                 | 69   | 109                 |
| Amortization of deferred sales commissions                                      | 43   | 102                 | 53   | 100                 |
| Direct fund expenses  | 296  | 493                 | 235  | 95                  |
| General and administration  | 685  | 1,354               | 629  | 779                 |
| Restructuring charges   | -  | -                   | -  | 22                  |
| Amortization of intangible assets   | 78   | 160                 | 80   | 147                 |
| Total expenses  | 2,965  | 5,614               | 2,676  | 3,422               |
| Operating income  | 1,664  | 2,998               | 1,351  | 1,278               |
| <b>Non-operating income (expense)</b>   |  |                     |  |                     |
| Net gain (loss) on investments  | 77   | 179                 | 24   | 42                  |
| Net gain (loss) on consolidated variable interest entities                      | (20)   | (35)                | (28)   | -                   |
| Interest and dividend income  | 13   | 29                  | 9  | 20                  |
| Interest expense  | (79)   | (150)               | (78)   | (68)                |
| Total non-operating income (expense)  | (9)  | 23                  | (73)   | (6)                 |
| Income before income taxes  | 1,655  | 3,021               | 1,278  | 1,272               |
| Income tax expense  | 469  | 971                 | 461  | 375                 |
| Net income  | 1,186  | 2,050               | 817  | 897                 |
| Less: Net income (loss) attributable to redeemable non-controlling interests    | -  | 3                   | 2  | 2                   |
| Less: Net income (loss) attributable to nonredeemable non-controlling interests | (1)  | (16)                | (40)   | 20                  |
| <b>Net income attributable to BlackRock, Inc.</b>                               | <b>1,187</b>                                 | <b>2,063</b>        | <b>855</b>                                   | <b>875</b>          |

**BlackRock, Inc.**  
**Balance Sheet**  
(In \$ millions)

|  | 06/30/11       | 12/31/10       | 06/30/10       | 12/31/09       |
|--|----------------|----------------|----------------|----------------|
|  | Unaudited      | Audited        | Unaudited      | Audited        |
| <b>Assets</b>  |                |                |                |                |
| Cash and cash equivalents  | 2,796          | 3,367          | 2,183          | 4,708          |
| Accounts receivable  | 2,084          | 2,095          | 1,989          | 1,718          |
| Due from related parties   | 151            | 150            | 158            | 189            |
| Investments  | 1,598          | 1,540          | 1,463          | 1,049          |
| Assets of consolidated variable interest entities                                  | -              | -              | 105,476        | -              |
| Cash and cash equivalents  | 65             | 93             | -              | -              |
| Bank loans and other investments   | 1,331          | 1,312          | 61             | -              |
| Separate account assets  | 127,470        | 121,137        | 1,290          | 119,629        |
| Collateral held under securities lending agreements                                | 18,217         | 17,638         | 18,304         | 19,335         |
| Deferred sales commissions, net  | 54             | 66             | 91             | 103            |
| Property and equipment (net of accumulated depreciation)                           | 521            | 428            | 433            | 443            |
| Intangible assets (net of accumulated amortization)                                | 17,434         | 17,512         | 17,586         | 17,666         |
| Goodwill   | 12,802         | 12,805         | 12,640         | 12,680         |
| Other assets   | 525            | 316            | 592            | 604            |
| <b>Total Assets</b>  | <b>185,048</b> | <b>178,459</b> | <b>162,266</b> | <b>178,124</b> |
| <b>Liabilities</b>   |                |                |                |                |
| Accrued compensation and benefits  | 874            | 1,520          | 798            | 1,482          |
| Accounts payable and accrued liabilities   | 1,128          | 1,068          | 1,099          | 840            |
| Due to related parties   | 23             | 57             | 178            | 505            |
| Short-term borrowings  | 600            | 100            | 444            | 2,234          |
| Liabilities of consolidated variable interest entities                             |                |                |                |                |
| Borrowings   | 1,292          | 1,278          | 1,215          | -              |
| Other liabilities  | 7              | 7              | 6              | -              |
| Convertible debentures   | -              | 67             | 71             | 243            |
| Long-term borrowings   | 4,688          | 3,192          | 3,191          | 3,191          |
| Separate account liabilities   | 127,470        | 121,137        | 105,476        | 119,629        |
| Collateral liability under securities lending agreements                           | 18,217         | 17,638         | 18,304         | 19,335         |
| Deferred income tax liabilities  | 5,440          | 5,477          | 5,601          | 5,571          |
| Other liabilities  | 639            | 584            | 635            | 492            |
| <b>Total Liabilities</b>   | <b>160,378</b> | <b>152,125</b> | <b>137,018</b> | <b>153,522</b> |
| <b>Temporary equity</b>  |                |                |                |                |
| Redeemable non-controlling interests   | 4              | 6              | 94             | 49             |
| <b>Total Temporary Equity</b>  | <b>4</b>       | <b>6</b>       | <b>94</b>      | <b>49</b>      |
| <b>Permanent Equity</b>  |                |                |                |                |
| BlackRock, Inc. stockholders' equity   |                |                |                |                |
| Common stock   | 1              | 1              | 1              | 1              |
| Preferred stock  | -              | 1              | 1              | 1              |
| Additional paid-in capital   | 20,023         | 22,502         | 22,284         | 22,127         |
| Retained earnings  | 4,390          | 3,723          | 2,902          | 2,436          |
| Appropriated retained earnings   | 51             | 75             | 89             | -              |
| Accumulated other comprehensive loss   | (40)           | (96)           | (188)          | (96)           |
| Escrow shares, common, at cost   | (1)            | (1)            | (137)          | (137)          |
| Treasury stock, common, at cost  | -              | (111)          | -              | (3)            |
| <b>Total BlackRock, Inc. stockholders' equity</b>                                  | <b>24,424</b>  | <b>26,094</b>  | <b>24,954</b>  | <b>24,329</b>  |
| Nonredeemable non-controlling interests  | 196            | 189            | 159            | 224            |
| Nonredeemable non-controlling interests of consolidated variable interest entities | 46             | 45             | 41             | -              |
| <b>Total Permanent Equity</b>  | <b>24,666</b>  | <b>26,328</b>  | <b>25,154</b>  | <b>24,553</b>  |
| <b>Total Liabilities, Temporary Equity and Permanent Equity</b>                    | <b>185,048</b> | <b>178,459</b> | <b>162,266</b> | <b>178,124</b> |
| <b>Total liabilities/Total assets</b>  | <b>87%</b>     | <b>85%</b>     | <b>84%</b>     | <b>86%</b>     |

**BlackRock, Inc.**  
**Statement of Cash Flows**  
(In \$ millions)

|  | 06/30/11     | 12/31/10     | 06/30/10     | 12/31/09     |
|--|--------------|--------------|--------------|--------------|
|  | Unaudited    | Audited      | Unaudited    | Audited      |
| Net cash inflow/(outflow) from operating activities  | 717          | 2,488        | 310          | 1,399        |
| Net cash inflow/(outflow) from investing activities  | (104)        | (627)        | (402)        | (5,519)      |
| Net cash inflow/(outflow) from financing activities  | (1,236)      | (3,170)      | (2,372)      | 6,749        |
| Change in cash and cash equivalents                  | (571)        | (1,341)      | (2,525)      | 2,676        |
| Cash and cash equivalents - beginning of the period  | 3,367        | 4,708        | 4,708        | 2,032        |
| <b>Cash and cash equivalents - end of the period</b> | <b>2,796</b> | <b>3,367</b> | <b>2,183</b> | <b>4,708</b> |

## **Equinix Inc.**

General Information: Equinix, Inc. is a U.S. based public corporation that provides network-neutral data centers (IBX or "Internet Business Exchange") and interconnection services. The company offers collocation, traffic exchange and outsourced IT infrastructure solutions to enterprises, content companies, systems integrators and more than 650 network service providers. Equinix has 90 data centers in 38 major metropolitan areas in 13 countries in North America, Europe and Asia, representing more than 4,000 customers. In the U.S., data centers are in 22 metropolitan areas.

In September 2011, Equinix was awarded a new 5-year contract for IT collocation services supporting FRTIB's primary and backup data centers. This contract replaces a 7 year old legacy agreement with Switch and Data.

Assessment: On May 3, 2010, Equinix completed its acquisition of Switch and Data, a transaction valued at about \$683.4 million. Equinix's data center hosts services for the TSP at two sites. The TSP's primary data center operates out of a northern Virginia facility and a western Pennsylvania facility houses our backup data center. Although profitability has been impaired as a result of the need to finance the Switch and Data acquisition, revenue growth and market share remain strong. We have no indication that Equinix would be unable to perform its contractual commitments.

### Current Financial Condition:

- **Income Statement:** For the six-month period ending June 30, 2011, Equinix reported total revenue of \$757.9 million, up 39 percent from the \$544.7 million reported for the same period in 2010. The Company reported Net Income of \$55.9 million, a substantial increase from the \$11.9 million reported in the same period in 2010.
- **Balance Sheet:** As of June 30, 2011, Total Assets of \$5.0 billion were reported, an increase of \$0.6 billion from \$4.4 billion reported at year-end 2010. Total Liabilities were \$2.8 billion, an increase of \$0.2 billion from the \$2.6 billion reported at year-end 2010.
- **Cash Flow:** Cash and cash equivalents were \$297.9 million at June 30, 2011, a decrease of \$144.9 million from \$442.8 million reported at year-end 2010. This decrease was primarily due to the acquisition of ALOG Data Centers of Brazil S.A. on April 25, 2011.
- **Current Ratio:** As of June 30, 2011, the Current Ratio (Current Assets/Current Liabilities) was 1.0 compared to 2.4 reported at year-end 2010.
- **Leverage:** As of June 30, 2011, Total Liabilities were 57 percent of Total Assets, compared to 58 percent at year-end 2010.

Dun & Bradstreet Credit Score Class: As of September 30, 2011 the credit score was 2 (slight risk), unchanged from the previous quarter.

Stock Performance: Equinix's closing share price on September 30, 2011 was \$88.83, down from its 52-week high of \$107.00 on July 28, 2011. The 52-week low was \$69.42 on October 6, 2010.

SAS 70 Report: No current information is available.

Significant Events:

- October 6, 2011 – Equinix, Inc. announced that it entered into a \$150 million unsecured revolving credit facility. The revolver, which has a five-year maturity to September 2016, allows for borrowing, repayments and re-borrowing over the entire five-year term and provides a sublimit within the revolver for the issuance of letters of credit of up to \$100 million and swing line borrowings of up to \$25 million.
- April 26, 2011 – Equinix, Inc. and Riverwood Capital, a technology-focused private equity firm, announced the completion of their acquisition of ALOG Data Centers of Brazil S.A. in an all cash transaction. Equinix invested a total of approximately \$83 million—approximately \$68 million as part of the acquisition and approximately \$15 million to provide additional capital to fund future data center expansions. The investment extends Platform Equinix to the South America market, creating a footprint of 95 data centers across 37 global markets.

Risk Mitigation: The merger of Switch & Data with Equinix allows for a greater number of services available to the TSP, offering a more comprehensive solution to our data center needs. As Equinix is critical to TSP operations, we will continue to closely monitor its performance.

**Equinix Inc.**  
**Income Statement**  
**(In \$ thousands)**

|  | Six Months<br>Ended<br>06/30/11<br>Unaudited | 12/31/10<br>Audited | Six Months<br>Ended<br>06/30/10<br>Unaudited | 12/31/09<br>Audited |
|--|--|---------------------|--|---------------------|
| <b>Revenues</b>  | <b>757,929</b>                               | <b>1,220,334</b>    | <b>544,743</b>                               | <b>882,509</b>      |
| Costs and operating expenses:  |  |                     |  |                     |
| Cost of revenues   | 410,148                                      | 674,667             | 295,632                                      | 483,420             |
| Sales and marketing  | 70,699                                       | 111,104             | 48,381                                       | 63,584              |
| General and administrative   | 128,282                                      | 220,781             | 97,321                                       | 155,324             |
| Restructuring charges  | 599  | 6,734               | 4,357  | (6,053)             |
| Acquisition costs  | 2,030  | 12,337              | 10,843                                       | 5,155               |
| <b>Total costs and operating expenses</b>                              | <b>611,758</b>                               | <b>1,025,623</b>    | <b>456,534</b>                               | <b>701,430</b>      |
| <b>Income from operations</b>  | <b>146,171</b>                               | <b>194,711</b>      | <b>88,209</b>                                | <b>181,079</b>      |
| Interest income  | 847  | 1,515               | 997  | 2,384               |
| Interest expense   | (75,038)                                     | (140,475)           | (63,290)                                     | (74,232)            |
| Other than temporary impairment recovery on investments                | -  | 3,626               | 3,420  | (2,590)             |
| Other income (expense)   | 3,132  | 690                 | (1,461)                                      | 2,387               |
| Loss on debt extinguishment and interest rate swaps, net               | -  | (10,187)            | (4,831)                                      | -                   |
| <b>Income before taxes</b>   | <b>75,112</b>                                | <b>49,880</b>       | <b>23,044</b>                                | <b>109,028</b>      |
| Income tax expense   | (19,234)                                     | (12,999)            | (11,119)                                     | (39,597)            |
| Net income (loss) attributable to redeemable non-controlling interests | (3)  | -                   | -  | -                   |
| <b>Net income (loss)</b>   | <b>55,875</b>                                | <b>36,881</b>       | <b>11,925</b>                                | <b>69,431</b>       |

**Equinix Inc.**  
**Balance Sheet**  
(In \$ thousands)

|   | 06/30/11<br>Unaudited | 12/31/10<br>Audited | 06/30/10<br>Unaudited | 12/31/09<br>Audited |
|---|-----------------------|---------------------|-----------------------|---------------------|
| <b>Assets</b>   |                       |                     |                       |                     |
| Cash and cash equivalents   | 297,872               | 442,841             | 511,342               | 346,056             |
| Short-term investments  | 94,246                | 147,192             | 206,111               | 248,508             |
| Accounts receivable, net  | 140,316               | 116,358             | 106,255               | 64,767              |
| Current portion of deferred tax assets, net                         | -                     | 38,696              | -                     | 46,822              |
| Other current assets  | 116,654               | 32,961              | 64,527                | 21,734              |
| <b>Total Current Assets</b>   | <b>649,088</b>        | <b>778,048</b>      | <b>888,235</b>        | <b>727,887</b>      |
| Long term investments   | 30,960                | 2,806               | 4,497                 | 9,803               |
| Property, plant and equipment, net                                  | 3,085,202             | 2,650,953           | 2,400,808             | 1,808,115           |
| Goodwill  | 897,461               | 774,365             | 760,087               | 381,050             |
| Intangible assets, net  | 163,771               | 150,945             | 157,340               | 51,015              |
| Deferred tax assets, net  | -                     | -                   | -                     | 5,171               |
| Other assets  | 142,709               | 90,892              | 71,240                | 55,109              |
| <b>Total assets</b>   | <b>4,969,191</b>      | <b>4,448,009</b>    | <b>4,282,207</b>      | <b>3,038,150</b>    |
| <b>Liabilities and shareholders' equity</b>                         |                       |                     |                       |                     |
| Accounts payable and accrued expenses                               | 189,739               | 145,854             | 138,725               | 99,053              |
| Accrued property, plant and equipment                               | 90,652                | 91,667              | 85,350                | 109,876             |
| Current portion of capital lease and other financing obligations    | 9,461                 | 7,988               | 7,995                 | 6,452               |
| Current portion of loans payable                                    | 31,459                | 19,978              | 21,968                | 58,912              |
| Current portion of convertible debt                                 | 240,134               | -                   | -                     | -                   |
| Other current liabilities   | 59,006                | 52,628              | 45,531                | 41,166              |
| <b>Total current liabilities</b>                                    | <b>620,451</b>        | <b>318,115</b>      | <b>299,569</b>        | <b>315,459</b>      |
| Capital lease and other financing obligations, less current portion | 337,274               | 253,945             | 207,305               | 154,577             |
| Loans payable, less current portion                                 | 201,233               | 100,337             | 167,351               | 371,322             |
| Convertible debt, less current portion                              | 688,300               | 916,337             | 750,000               | 893,706             |
| Senior notes  | 750,000               | 750,000             | 904,769               | -                   |
| Deferred tax liabilities, net                                       | -                     | -                   | -                     | 25,937              |
| Other liabilities   | 238,684               | 228,760             | 203,017               | 94,666              |
| <b>Total liabilities</b>  | <b>2,835,942</b>      | <b>2,567,494</b>    | <b>2,532,011</b>      | <b>1,855,667</b>    |
| Redeemable non-controlling interests                                | 69,050                | -                   | -                     | -                   |
| <b>Shareholders' equity</b>   |                       |                     |                       |                     |
| Common stock  | 47                    | 46                  | 46                    | 39                  |
| Additional paid-in capital  | 2,399,055             | 2,341,586           | 2,288,817             | 1,665,662           |
| Accumulated other comprehensive loss                                | (41,679)              | (112,018)           | (164,637)             | (97,238)            |
| Accumulated deficit   | (293,224)             | (349,099)           | (374,055)             | (385,980)           |
| <b>Total shareholders' equity</b>                                   | <b>2,064,199</b>      | <b>1,880,515</b>    | <b>1,750,171</b>      | <b>1,182,483</b>    |
| <b>Total liabilities and shareholders' equity</b>                   | <b>4,969,191</b>      | <b>4,448,009</b>    | <b>4,282,182</b>      | <b>3,038,150</b>    |
| Current ratio:  |                       |                     |                       |                     |
| Current assets/Current liabilities                                  | 1.0                   | 2.4                 | 3.0                   | 2.3                 |
| Leverage:   |                       |                     |                       |                     |
| Total liabilities/Total assets                                      | 57%                   | 58%                 | 59%                   | 61%                 |



**Equinix Inc.**  
**Statement of Cash Flows**  
(In \$ thousands)

|  | Six Months<br>Ended<br>06/30/11<br>Unaudited | 12/31/10<br>Audited | Six Months<br>Ended<br>06/30/10<br>Unaudited | 12/31/09<br>Audited |
|--|--|---------------------|--|---------------------|
| Net cash provided by operating activities from continuing operations | 258,118                                      | 392,872             | 156,718                                      | 355,492             |
| Net cash used in investing activities                                | (496,126)                                    | (600,969)           | (359,012)                                    | (558,178)           |
| Net cash provided by financing activities                            | 87,964                                       | 309,686             | 377,563                                      | 323,598             |
| Effect of exchange rate charges on cash                              | 5,075  | (4,804)             | (9,983)                                      | 4,937               |
| Net increase in cash and cash equivalents                            | (144,969)                                    | 96,785              | 165,286                                      | 125,849             |
| Cash and cash equivalents - beginning of the period                  | 442,841                                      | 346,056             | 346,056                                      | 220,207             |
| <b>Cash and cash equivalents - end of the period</b>                 | <b>297,872</b>                               | <b>442,841</b>      | <b>511,342</b>                               | <b>346,056</b>      |

## **R.R. Donnelley & Sons**

General Information: R.R. Donnelley & Sons and Company of Chicago, IL, was awarded the TSP contract for bulk mailing services in March 2006. These services include printing and mailing Agency documents, education, and marketing materials to participants, beneficiaries, and third parties.

Assessment: R.R. Donnelley was ranked number one in the publishing and printing industry with a Fortune 500 ranking of 247 in 2011, with locations throughout North America, Latin America, Asia, and Europe. R.R. Donnelley reported annual losses for 2007, 2008 and 2009 related to restructuring in light of reduced printing demand. However, this appears to have paid off in a return to profitability in 2010 and 2011. There is no indication at this time that the company will be unable to meet its contractual obligations to the TSP.

### Current Financial Condition:

- **Income Statement:** For the six-month period ending June 30, 2011, R.R. Donnelley reported net sales of \$5.2 billion, an increase of 8 percent from the \$4.8 billion reported for the same period of 2010. The Company reported net income of \$46.1 million through June 30, 2011, compared to \$141.4 million for the first half of 2010. The decrease in net income was primarily driven by restructuring and impairment charges, continued price pressure and higher pension and other benefits-related expenses.
- **Balance Sheet:** As of June 30, 2011, \$9.0 billion of Total Assets were reported, down slightly from \$9.1 billion reported at year-end 2010. Total Liabilities of \$7.2 billion were reported, an increase from \$6.8 billion reported at year-end 2010.
- **Cash Flow:** As of June 30, 2011, the Company reported cash and cash equivalents of \$363.0 million, a decrease from the \$519.1 million reported at year-end 2010.
- **Current Ratio:** As of June 30, 2011, the Current Ratio (Current Assets/Current Liabilities) was 1.3, a decrease from 1.6 at year-end 2010.
- **Leverage:** As of June 30, 2011, Total Liabilities were 80 percent of Total Assets, compared to 75 percent at year-end 2010.

Dun & Bradstreet Credit Score Class: As of September 30, 2011, the credit score was 1 (lowest risk) unchanged from the previous quarter.

Stock Performance: R. R. Donnelley's closing share price on September 30, 2011, was \$14.12, down from its 52-week high of \$21.34 on May 31, 2011. The 52-week low was \$13.16 on August 22, 2011.

**SAS 70 Report:** The SAS-70 report as of December 10, 2010 by Deloitte & Touche LLP revealed no issues related to the TSP. Dates of coverage are May 1, 2010 to October 31, 2010.

**Significant Events:**

- September 7, 2011 - R. R. Donnelley announced that it acquired Lemont, IL based Genesis Packaging & Design Inc., a full service provider of custom packaging, including designing, printing, die cutting, finishing and assembling.
- August 17, 2011 - R. R. Donnelley announced that it acquired Austin, TX-based LibreDigital, a leading provider of digital content distribution, e-reading software, content conversion, data analytics and business intelligence services to book, magazine and newspaper publishers as well as to e-reader device providers.
- August 16, 2011 - R. R. Donnelley announced that it acquired New York-based Sequence Personal, an innovative provider of proprietary software that enables readers to select relevant content to be digitally produced as specialized publications.

**Risk Mitigation:** If there were a work stoppage at the facilities currently producing our notices or statements, R.R. Donnelley would move that work from the affected facility to one or more of its other business sites. If R.R. Donnelley were to cease operations, we would pursue a new contract as soon as possible with other printing vendors and could procure emergency printing services in the interim.

**R. R. Donnelley & Sons**  
**Income Statement**  
(in \$ millions)

|  | Six Months<br>Ended<br>06/30/11<br>Unaudited | Year Ended<br>12/31/10<br>Audited | Six Months<br>Ended<br>06/30/10<br>Unaudited | Year Ended<br>12/31/09<br>Audited |
|--|--|-----------------------------------|--|-----------------------------------|
| Net sales  |  |                                   |  |                                   |
| Products   | 4,623.3                                      | 8,956.4                           | 4,328.3                                      | 8,925.4                           |
| Services   | 583.6  | 1,062.5                           | 495.4  | 932.0                             |
| <b>Total net sales</b>                                       | <b>5,206.9</b>                               | <b>10,018.9</b>                   | <b>4,823.7</b>                               | <b>9,857.4</b>                    |
| Total cost of sales  | 3,937.8                                      | 7,642.9                           | 3,661.3                                      | 7,462.9                           |
| Selling, general & administrative expenses                   | 636.2  | 1,123.4                           | 541.7  | 1,088.5                           |
| Restructuring and impairment charges - net                   | 126.5  | 157.9                             | 26.2   | 382.7                             |
| Depreciation & amortization                                  | 280.9  | 539.2                             | 273.4  | 579.0                             |
| <b>Total operating expenses</b>                              | <b>4,981.4</b>                               | <b>9,463.4</b>                    | <b>4,502.6</b>                               | <b>9,513.1</b>                    |
| <b>Income from continuing operations</b>                     | <b>225.5</b>                                 | <b>555.5</b>                      | <b>321.1</b>                                 | <b>344.3</b>                      |
| Interest expense - net                                       | 119.2  | 222.6                             | 108.5  | 234.6                             |
| Investment and other income (expense) - net                  | 9.8  | (9.9)                             | (9.8)  | (16.6)                            |
| Loss on debt extinguishment                                  | (68.6)                                       | -                                 | -  | -                                 |
| Earnings (loss) before income taxes                          | 47.5   | 323.0                             | 202.8  | 93.1                              |
| Income tax expense (benefit)                                 | 0.7  | 105.9                             | 64.6   | 114.5                             |
| Net earnings (loss)  | 46.8   | 217.1                             | 138.2  | (21.4)                            |
| Income (loss) from discontinued operations, net of tax       | 0.7  | (4.6)                             | (3.2)  | 5.9                               |
| <b>Net Income/(loss) attributable to common shareholders</b> | <b>46.1</b>                                  | <b>221.7</b>                      | <b>141.4</b>                                 | <b>(27.3)</b>                     |

**R. R. Donnelley & Sons**  
**Balance Sheet**  
(in \$ millions)

|   | 06/30/11<br>Unaudited | 12/31/10<br>Audited | 06/30/10<br>Unaudited | 12/31/09<br>Audited |
|---|-----------------------|---------------------|-----------------------|---------------------|
| <b>Assets</b>                                     |                       |                     |                       |                     |
| Cash and cash equivalents                         | 363.0                 | 519.1               | 615.8                 | 499.2               |
| Restricted cash equivalents                       | 2,011.0               | -                   | 45.9                  | -                   |
| Receivables, less allowance for doubtful accounts | -                     | 1,922.9             | 1,686.1               | 1,675.9             |
| Income taxes receivable                           | 68.0                  | 49.3                | 36.4                  | 63.2                |
| Inventories                                       | 580.0                 | 560.6               | 535.0                 | 561.8               |
| Prepaid expenses and other current assets         | 145.7                 | 115.4               | 166.6                 | 160.8               |
| <b>Total current assets</b>                       | <b>3,167.7</b>        | <b>3,167.3</b>      | <b>3,085.8</b>        | <b>2,960.9</b>      |
| Property, plant and equipment - net               | 2,031.5               | 2,138.7             | 2,110.8               | 2,271.4             |
| Goodwill  | 2,619.5               | 2,526.8             | 2,309.7               | 2,333.3             |
| Other intangible assets net                       | 727.3                 | 775.0               | 684.8                 | 747.4               |
| Other noncurrent assets                           | 480.2                 | 475.4               | 414.7                 | 434.6               |
| <b>Total assets</b>                               | <b>9,026.2</b>        | <b>9,083.2</b>      | <b>8,605.8</b>        | <b>8,747.6</b>      |
| <b>Liabilities and shareholders' equity</b>       |                       |                     |                       |                     |
| Accounts payable                                  | 924.7                 | 939.8               | 821.3                 | 886.4               |
| Accrued liabilities                               | 815.8                 | 902.2               | 784.4                 | 813.4               |
| Short-term and current portion of long-term debt  | 849.6                 | 131.4               | 9.9                   | 339.9               |
| <b>Total current liabilities</b>                  | <b>2,390.1</b>        | <b>1,973.4</b>      | <b>1,615.6</b>        | <b>2,039.7</b>      |
| Long-term debt                                    | 3,427.7               | 3,398.6             | 3,396.0               | 2,982.5             |
| Pension liability                                 | 530.0                 | 533.0               | 503.0                 | 509.8               |
| Postretirement benefit                            | 220.9                 | 287.4               | 330.4                 | 324.5               |
| Deferred income taxes                             | 190.7                 | 174.5               | 169.7                 | 205.5               |
| Other noncurrent liabilities                      | 460.1                 | 470.9               | 453.4                 | 524.6               |
| <b>Total liabilities</b>                          | <b>7,219.5</b>        | <b>6,837.8</b>      | <b>6,468.1</b>        | <b>6,586.6</b>      |
| <b>Shareholders' equity</b>                       |                       |                     |                       |                     |
| Common stock                                      | 303.7                 | 303.7               | 303.7                 | 303.7               |
| Additional paid-in capital                        | 2,779.6               | 2,907.0             | 2,894.5               | 2,906.2             |
| Retained earnings                                 | 608.7                 | 670.2               | 697.2                 | 662.9               |
| Accumulated other comprehensive loss              | (375.7)               | (490.4)             | (611.8)               | (545.0)             |
| Treasury stock, at cost                           | (1,528.9)             | (1,166.2)           | (1,168.0)             | (1,193.8)           |
| <b>Total shareholders' equity</b>                 | <b>1,787.4</b>        | <b>2,224.3</b>      | <b>2,115.6</b>        | <b>2,134.0</b>      |
| Noncontrolling interests                          | 19.3                  | 21.1                | 22.1                  | 27.0                |
| <b>Total liabilities and shareholders equity</b>  | <b>9,026.2</b>        | <b>9,083.2</b>      | <b>8,605.8</b>        | <b>8,747.6</b>      |

Current ratio: Current assets/Current liabilities  
Leverage: Total liabilities/Total assets

1.3  
80%

1.6  
75%

1.9  
75%

1.5  
75%

**R. R. Donnelley & Sons**  
**Statement of Cash Flows**  
(In \$ millions)

|  | <b>Six Months</b> |                   | <b>Six Months</b> |                   |
|--|-------------------|-------------------|-------------------|-------------------|
|  | <b>Ended</b>      | <b>Year Ended</b> | <b>Ended</b>      | <b>Year Ended</b> |
|  | <b>06/30/11</b>   | <b>12/31/10</b>   | <b>06/30/10</b>   | <b>12/31/09</b>   |
|  | Unaudited         | Audited           | Unaudited         | Audited           |
| Net cash inflow/(outflow) from operating activities  | 168.1             | 752.5             | 269.1             | 1,425.8           |
| Net cash inflow/(outflow) from investing activities  | (208.4)           | (674.5)           | (102.0)           | (260.9)           |
| Net cash inflow/(outflow) from financing activities  | (134.4)           | (58.0)            | (35.3)            | (1,028.0)         |
| Change in cash and cash equivalents                  | (156.1)           | 19.9              | 116.6             | 175.2             |
| Effect of exchange rate charges on cash              | 18.6              | (0.1)             | (15.2)            | 38.3              |
| Cash and cash equivalents - beginning of the period  | 519.1             | 499.2             | 499.2             | 324.0             |
| <b>Cash and cash equivalents - end of the period</b> | <b>363.0</b>      | <b>519.1</b>      | <b>615.8</b>      | <b>499.2</b>      |

## **MetLife**

General Information: Metropolitan Life Insurance Company (MetLife) has been the annuity provider to the Thrift Savings Plan since 1987. In January 2006, MetLife was re-awarded the TSP annuity provider contract.

Assessment: MetLife is a leading provider of insurance and financial services with operations throughout the United States and Latin America, Europe, and Asia. MetLife reaches more than 70 million customers around the world and is the largest life insurer in the United States, based on life insurance in force. MetLife's current financial position is strong and there is no indication at this time that MetLife will be unable to meet its contractual obligations to the TSP.

### Current Financial Condition:

- **Income Statement:** For the six-month period ending June 30, 2011, MetLife reported Total Revenues of \$33.0 billion, up 21 percent from the \$27.2 billion reported for the same period of 2010. MetLife reported a Net Profit of \$2.0 billion, down 13 percent from a Net Profit of \$2.3 billion reported in the same period of 2010.
- **Balance Sheet:** As of June 30, 2011, Total Assets of \$771.5 billion were reported, an increase of \$40.5 billion from \$730.9 billion reported at year-end 2010. Total Liabilities were \$717.7 billion in the first half of 2011, an increase of \$35.9 billion from the \$681.8 billion at year-end 2010.
- **Cash Flow:** The Company's short-term liquidity position, defined as cash and cash equivalents, was \$9.6 billion and \$13.0 billion at June 30, 2011 and year-end 2010, respectively, which reflected a 26 percent decrease. The Company has experienced integration-related costs representing incremental costs directly related to integrating ALICO, including expenses for consulting, rebranding and the integration of information systems.
- **Current Ratio:** N.A. (MetLife does not present current assets and current liabilities in its balance sheet presentation).
- **Leverage:** As of June 30, 2011, Total Liabilities were 93 percent of Total Assets, flat from 93 percent at year-end 2010.
- **Company Ratings:** Based on MetLife's disclosure of the potential acquisition of Alico in February 2010, the rating agencies downgraded or placed the ratings of MetLife, Inc. and its subsidiaries on "Credit Watch" and "Under Review." Insurer financial strength ratings are unchanged from the last report.

| <b><i>Rating Agency</i></b>      | <b><i>Rating</i></b> | <b><i>Descriptor</i></b> | <b><i>Modifier</i></b> | <b><i>Outlook</i></b> |
|----------------------------------|----------------------|--------------------------|------------------------|-----------------------|
| <b>A.M. Best Company</b>         | <b>A+</b>            | Superior                 | Ratings Under Review   | Negative              |
| <b>Fitch Ratings</b>             | <b>AA-</b>           | Very Strong              | Stable                 | Stable                |
| <b>Moody's Investor Services</b> | <b>Aa3</b>           | Excellent                | Negative Watch         | Negative              |
| <b>Standard &amp; Poor's</b>     | <b>AA-</b>           | Very Strong              | Credit Watch           | Negative              |

**Dun & Bradstreet Credit Score Class:** As of September 30, 2011, the credit score was 3 (moderate risk) compared to a credit score of 5 (highest risk) reported on June 30, 2011.

**Stock Performance:** MetLife's closing share price on September 30, 2011, was \$28.01, down from its 52-week high of \$48.72 on February 8, 2011. The 52-week low was \$26.39 on September 22, 2011.

**SAS 70 Report:** There is no SAS report available.

**Significant Events:**

- Aug 15, 2011 – MetLife, Inc. declared third quarter 2011 dividends of \$0.2555555 per share on the company's floating rate non-cumulative preferred stock, Series A (NYSE: METPrA), and \$0.4062500 per share on the company's 6.50% non-cumulative preferred stock, Series B (NYSE: METPrB).

**Risk Mitigation:** MetLife continues to have adequate reserves to pay all annuities into the future. It is the Board's practice to select only annuity providers that meet the highest standards. By requiring that providers be licensed to do business in all 50 states and the District of Columbia, we ensure that state insurance funds would be available to reimburse annuitants should a loss occur and that the provider would meet the most stringent state regulatory standards.



**MetLife, Inc.**  
**Income Statement**  
(In \$ millions)

|  | Six Months<br>Ended<br>06/30/11<br>Unaudited | Year Ended<br>12/31/10<br>Audited | Six Months<br>Ended<br>06/30/10<br>Unaudited | Year Ended<br>12/31/09<br>Audited |
|--|--|-----------------------------------|--|-----------------------------------|
| <b>Revenues</b>  |  |                                   |  |                                   |
| Premiums   | 17,848                                       | 27,394                            | 13,372                                       | 26,460                            |
| Universal life and investment-type product policy fees                                       | 3,858  | 6,037                             | 2,887  | 5,203                             |
| Net investment income  | 10,414                                       | 17,615                            | 8,381  | 14,837                            |
| Other revenues   | 1,158  | 2,328                             | 1,057  | 2,329                             |
| Total net investment gains (losses)  | (254)  | (392)                             | 18   | (7,772)                           |
| Net derivative gains (losses)  | 37   | (265)                             | 1,522  | -                                 |
| <b>Total revenues</b>  | <b>33,061</b>                                | <b>52,717</b>                     | <b>27,237</b>                                | <b>41,057</b>                     |
| <b>Expenses</b>  |  |                                   |  |                                   |
| Policyholder benefits and claims and policyholder dividends                                  | 17,350                                       | 29,545                            | 14,394                                       | 28,336                            |
| Interest credited to policyholder account balances   | 3,366  | 4,925                             | 2,190  | 4,849                             |
| Policyholder dividends   | 746  | 1,486                             | 765  | 1,650                             |
| Other expenses   | 8,397  | 12,803                            | 6,341  | 10,556                            |
| <b>Total expenses</b>  | <b>29,859</b>                                | <b>48,759</b>                     | <b>23,690</b>                                | <b>45,391</b>                     |
| Income (loss) from continuing operations before provision for income tax                     | 3,202  | 3,958                             | 3,547  | (4,334)                           |
| Provision for income tax expense (benefit)   | 947  | 1,181                             | 1,183  | (2,015)                           |
| <b>Income from continuing operations</b>   | <b>2,255</b>                                 | <b>2,777</b>                      | <b>2,364</b>                                 | <b>(2,319)</b>                    |
| Income (loss) from discontinued operations, net of income tax                                | (12)   | 9                                 | 17   | 41                                |
| <b>Net Income/(loss)</b>   | <b>2,243</b>                                 | <b>2,786</b>                      | <b>2,381</b>                                 | <b>(2,278)</b>                    |
| Less: Net income (loss) attributable to noncontrolling interests                             | -  | (4)                               | (11)   | (32)                              |
| <b>Income (loss) before cumulative effect of a change in accounting, net of income taxes</b> | <b>2,243</b>                                 | <b>2,790</b>                      | <b>2,392</b>                                 | <b>(2,246)</b>                    |
| Less: Preferred stock dividends  | 61   | 122                               | 61   | 122                               |
| Preferred stock redemption premium   | 146  | -                                 | -  | -                                 |
| <b>Net income/(loss)</b>   | <b>2,036</b>                                 | <b>2,668</b>                      | <b>2,331</b>                                 | <b>(2,368)</b>                    |

**MetLife, Inc.**  
**Balance Sheet**  
(In \$ millions)

|   | 06/30/11<br>Unaudited | 12/31/10<br>Audited | 06/30/10<br>Unaudited | 12/31/09<br>Audited |
|---|-----------------------|---------------------|-----------------------|---------------------|
| <b>Assets</b>   |                       |                     |                       |                     |
| Investments:  |                       |                     |                       |                     |
| Fixed maturity securities available for sale                              | 341,744               | 324,797             | 246,348               | 227,642             |
| Equity securities available for sale                                      | 3,238                 | 3,602               | 2,741                 | 3,084               |
| Trading securities at estimated fair value                                | 19,700                | 18,589              | 3,158                 | 2,384               |
| Mortgage loans, net   | 63,624                | 62,297              | 58,251                | 50,909              |
| Policy loans  | 11,858                | 11,761              | 10,180                | 10,061              |
| Real estate and real estate joint ventures held for investment            | 8,234                 | 8,030               | 6,832                 | 6,898               |
| Real estate held for sale   | -                     | -                   | 9                     | -                   |
| Other limited partnership interests                                       | 6,453                 | 6,418               | 5,856                 | 5,508               |
| Short term investments  | 12,419                | 9,384               | 9,746                 | 8,374               |
| Other invested assets   | 14,900                | 15,430              | 15,584                | 12,709              |
| <b>Total investments</b>  | <b>482,170</b>        | <b>460,306</b>      | <b>358,705</b>        | <b>327,567</b>      |
| Cash and cash equivalents   | 9,628                 | 12,957              | 10,702                | 10,112              |
| Accrued investment income   | 4,341                 | 4,328               | 3,249                 | 3,173               |
| Premiums, reinsurance and other receivables                               | 21,070                | 19,799              | 18,177                | 16,752              |
| Deferred policy acquisition costs and value of business acquired          | 28,241                | 27,092              | 17,720                | 19,256              |
| Current income taxes recoverable  | -                     | -                   | 243                   | 318                 |
| Deferred income tax assets  | -                     | -                   | -                     | 1,228               |
| Goodwill  | 12,036                | 11,781              | 5,037                 | 5,047               |
| Assets of subsidiaries held for sale                                      | 3,369                 | 3,331               | -                     | -                   |
| Other assets  | 8,246                 | 8,174               | 6,712                 | 6,822               |
| Separate account assets   | 202,382               | 183,138             | 153,362               | 149,041             |
| <b>Total assets</b>   | <b>771,483</b>        | <b>730,906</b>      | <b>573,907</b>        | <b>539,314</b>      |
| <b>Liabilities and stockholders' equity</b>                               |                       |                     |                       |                     |
| <b>Liabilities</b>  |                       |                     |                       |                     |
| Future policy benefits  | 176,353               | 170,912             | 140,239               | 135,879             |
| Policyholder account balances   | 217,597               | 210,757             | 142,822               | 138,673             |
| Other policyholder funds  | 15,458                | 15,750              | 8,660                 | 8,446               |
| Policyholder dividends payable  | 853                   | 830                 | 775                   | 781                 |
| Policyholder dividend obligation  | 1,281                 | 878                 | 1,060                 | -                   |
| Payables for collateral under securities loaned and other transactions    | 30,079                | 27,272              | 29,772                | 24,196              |
| Bank deposits   | 10,022                | 10,318              | 9,790                 | 10,211              |
| Short term debt   | 102                   | 306                 | 879                   | 912                 |
| Long term debt  | 28,269                | 27,586              | 20,647                | 13,220              |
| Collateral financing arrangements   | 5,297                 | 5,297               | 5,297                 | 5,297               |
| Junior subordinated debt securities                                       | 3,192                 | 3,191               | 3,191                 | 3,191               |
| Current income tax payable  | 133                   | 297                 | -                     | -                   |
| Deferred income tax liability   | 3,784                 | 1,856               | 2,050                 | -                   |
| Other liabilities   | 19,707                | 20,366              | 15,619                | 15,989              |
| Liabilities of subsidiaries held for sale                                 | 3,163                 | 3,043               | -                     | -                   |
| Separate account liabilities  | 202,382               | 183,138             | 153,362               | 149,041             |
| <b>Total liabilities</b>  | <b>717,660</b>        | <b>681,793</b>      | <b>534,183</b>        | <b>505,816</b>      |
| Redeemable noncontrolling interest in partially owned consolidated subsid | 124                   | 117                 | -                     | -                   |
| <b>Equity</b>   |                       |                     |                       |                     |
| Preferred stock   | 1                     | 1                   | 1                     | 1                   |
| Common stock  | 11                    | 10                  | 8                     | 8                   |
| Additional paid in capital  | 26,714                | 26,423              | 16,898                | 16,859              |
| Retained earnings   | 23,399                | 21,363              | 21,820                | 19,501              |
| Treasury stock, at cost   | (172)                 | (172)               | (172)                 | (190)               |
| Accumulated other comprehensive income (loss)                             | 3,358                 | 1,000               | 822                   | (3,058)             |
| <b>Total equity</b>   | <b>53,309</b>         | <b>48,625</b>       | <b>39,375</b>         | <b>33,121</b>       |
| Noncontrolling interests  | 400                   | 371                 | 349                   | 377                 |
| <b>Total Equity</b>   | <b>53,709</b>         | <b>48,996</b>       | <b>39,724</b>         | <b>33,498</b>       |
| <b>Total liabilities and equity</b>                                       | <b>771,483</b>        | <b>730,906</b>      | <b>573,907</b>        | <b>539,314</b>      |
| <b>Leverage: Total Liabilities/Total assets</b>                           | <b>93%</b>            | <b>93%</b>          | <b>93%</b>            | <b>94%</b>          |

**MetLife, Inc.**  
**Statement of Cash Flows**  
(in \$ millions)

|  | Six Months Ended<br>06/30/11<br>Unaudited | Year Ended<br>12/31/10<br>Audited | Six Months<br>Ended<br>06/30/10<br>Unaudited | Year Ended<br>12/31/09<br>Audited |
|--|---|-----------------------------------|--|-----------------------------------|
| Net cash inflow/(outflow) from operating activities  | 6,793                                     | 7,996                             | 3,928  | 3,803                             |
| Net cash inflow/(outflow) from investing activities  | (16,898)                                  | (18,314)                          | (10,120)                                     | (13,935)                          |
| Net cash inflow/(outflow) from financing activities  | 6,586                                     | 13,381                            | 6,861  | (4,103)                           |
| Change in cash and cash equivalents                  | (3,373)                                   | 2,934                             | 590  | (14,127)                          |
| Cash and cash equivalents - beginning of the period  | 13,046                                    | 10,112                            | 10,112                                       | 24,239                            |
| <b>Cash and cash equivalents - end of the period</b> | <b>9,628</b>                              | <b>13,046</b>                     | <b>10,664</b>                                | <b>10,112</b>                     |

## **The Active Network, Inc.**

General Information: The Active Network, Inc. purchased the InfoSpherix division responsible for managing the Maryland TSP call center from Spherix in August 2007. A new contract to operate the Maryland call center became effective in March 2009.

The Company's application services are used by event organizers, parks and recreation department administrators, and sports league administrators to provide online registration, transaction processing, and data management. The Company markets its services in North America, Europe, Asia, and Australia/New Zealand, managing online entry, software needs and websites for over 75,000 events, tournaments, golf courses and facilities in these regions. More than 95 percent of its sales are in the United States and Canada. Revenues consist of fees received for registration services, software licensing, software maintenance, subscription revenues related to hosting arrangements, and marketing services.

Assessment: The Active Network was founded in 1998 and has shown a pattern of rapid expansion through organic growth and acquisitions. These acquisitions have strengthened The Active Network's presence in such business segments as sports marketing, online registration, data management, and tee time reservations; however, it remains to be seen whether the Company can achieve and sustain long-term profitability. We will continue to monitor The Active Network's financial data to ensure they remain able to fulfill the terms of the call center contract.

### Current Financial Condition:

- **Income Statement:** For the period ended June 30, 2011, the Active Network reported Total Revenues of \$171.7 million, an increase of 19 percent over the same period in 2010, when revenues were \$144.9 million. The Company reported a Net Loss of \$17.2 million for the quarter ending June 30, 2011, compared to a Net Loss of \$28.1 million reported for same period in 2010.
- **Balance Sheet:** As of June 30, 2011, Total Assets were \$545.0 million, a 40 percent increase from \$390.5 million at year-end 2010. Total Liabilities of \$213.0 million were reported on June 30, 2011, an increase of 16 percent from \$184.2 million reported at year-end 2010.
- **Cash Flow:** The Company's short-term liquidity position, defined as cash and cash equivalents, was \$157.5 million and \$31.4 million at June 30, 2011 and December 31, 2010, respectively. The Company used a portion of the proceeds from the IPO to repay \$41.6 million on long-term obligations.
- **Current Ratio:** The Current Ratio (Current Assets/Current Liabilities) was 120 percent as of June 30, 2011, compared to 56 percent at year-end 2010.

- **Leverage:** As of June 30, 2011, Total Liabilities were 39 percent of Total Assets, a decrease from 47 percent at year-end 2010.

**Dun & Bradstreet Credit Score Class:** As of September 30, 2011, the credit score was 1 (low risk) compared to a credit score of 3 (moderate risk) in the previous quarter.

**Stock Performance:** The Active Network's closing share price on September 30, 2011, was \$14.75, down from its 52-week high of \$19.99 on July 7, 2011. The 52-week low was \$13.02 on August 10, 2011.

**SAS 70 Report:** There is no SAS report available.

**Significant Events:**

- In May 2011, the Company completed an initial public offering ("IPO") of its common stock in which it issued 12,650,000 shares of common stock, at an issue price of \$15.00 per share, resulting in proceeds, net of underwriting discounts but before deducting offering expenses, of approximately \$114.7 million to the Company.

**Risk Mitigation:** If The Active Network were unable to operate the Maryland call center, the Serco Services Inc. call center in Virginia could handle all calls pending establishment of a new call center.

**The Active Network, Inc.**  
**Balance Sheet**  
(In \$ thousands)

|   | 6/30/2011      | 12/31/2010       | 12/31/2009       |
|---|----------------|------------------|------------------|
|   | Unaudited      | Audited          | Audited          |
| <b>Assets:</b>                                    |                |                  |                  |
| Cash and cash equivalents                         | 157,507        | 31,441           | 26,381           |
| Restricted cash                                   | 5,000          | 5,000            | 5,000            |
| Accounts receivable, net                          | 55,706         | 34,096           | 27,554           |
| Inventories                                       | 1,810          | -                | -                |
| Prepaid expenses & other current assets           | 5,048          | 4,181            | 3,675            |
| <b>Total Current Assets</b>                       | <b>225,071</b> | <b>74,718</b>    | <b>62,610</b>    |
| Property & equipment, net                         | 26,919         | 28,181           | 26,742           |
| Software development costs, net                   | 42,188         | 37,013           | 27,003           |
| Goodwill  | 213,406        | 207,113          | 203,010          |
| Intangible assets, net                            | 35,162         | 41,208           | 60,255           |
| Deposits and other assets                         | 2,212          | 2,315            | 2,251            |
| <b>Total Assets</b>                               | <b>544,958</b> | <b>390,548</b>   | <b>381,871</b>   |
| <b>Current Liabilities:</b>                       |                |                  |                  |
| Accounts payable                                  | 5,044          | 5,372            | 3,432            |
| Registration fees payable                         | 99,566         | 40,667           | 30,158           |
| Accrued expenses                                  | 31,715         | 32,172           | 27,632           |
| Deferred revenue                                  | 46,115         | 34,013           | 25,031           |
| Current portion of debt                           | -              | 16,866           | 12,996           |
| Capital lease obligations, current portion        | 1,997          | 1,983            | 1,906            |
| Other current liabilities                         | 2,564          | 1,630            | 131              |
| <b>Total Current Liabilities</b>                  | <b>187,001</b> | <b>132,703</b>   | <b>101,286</b>   |
| Debt, net of current portion                      | -              | 27,537           | 35,731           |
| Capital lease obligations, net of current portion | 968            | 1,663            | 3,638            |
| Other long-term liabilities                       | 5,325          | 4,353            | 2,033            |
| Deferred tax liability                            | 19,703         | 17,960           | 16,318           |
| <b>Total Liabilities</b>                          | <b>212,997</b> | <b>184,216</b>   | <b>159,006</b>   |
| Convertible preferred stock                       | -              | 21,187           | 21,187           |
| Redeemable convertible preferred stock            | -              | 371,126          | 343,021          |
| <b>Total Preferred Stock</b>                      | <b>-</b>       | <b>392,313</b>   | <b>364,208</b>   |
| Common stock                                      | 55             | 9                | 7                |
| Treasury stock                                    | (11,959)       | (11,959)         | (11,959)         |
| Additional paid-in capital                        | 599,171        | 65,224           | 56,706           |
| Accumulated other comprehensive income            | 10,038         | 8,866            | 6,595            |
| Accumulated deficit                               | (265,344)      | (248,121)        | (192,692)        |
| <b>Total Stockholders Equity (deficit)</b>        | <b>331,961</b> | <b>(185,981)</b> | <b>(141,343)</b> |
| <b>Total Liabilities &amp; Equity</b>             | <b>544,958</b> | <b>390,548</b>   | <b>381,871</b>   |
| Current Ratio: Current Assets/Current Liabilities | 120%           | 56%              | 62%              |
| Leverage: Total Liabilities/Total Assets          | 39%            | 47%              | 42%              |

The Active Network, Inc.  
Income Statement  
(in \$ thousands)

|  | Six Months<br>Ended<br>6/30/2011 | 12/31/2010<br>Audited | Six Months<br>Ended<br>6/30/2010<br>Unaudited | 12/31/2009<br>Audited |
|--|----------------------------------|-----------------------|---|-----------------------|
| <b>Net revenue:</b>  |                                  |                       |   |                       |
| Technology revenue   | 148,661                          | 237,688               | 126,104                                       | 210,483               |
| Marketing services revenue                                   | 23,056                           | 41,912                | 18,780  | 32,401                |
| <b>Total net revenue</b>                                     | <b>171,717</b>                   | <b>279,600</b>        | <b>144,884</b>                                | <b>242,884</b>        |
| <b>Cost of net revenue:</b>                                  |                                  |                       |   |                       |
| Cost of technology revenue                                   | 71,695                           | 115,148               | 59,374  | 103,130               |
| Cost of marketing services revenue                           | 2,642                            | 6,203                 | 2,746   | 4,058                 |
| <b>Total cost of net revenue</b>                             | <b>74,337</b>                    | <b>121,351</b>        | <b>62,120</b>                                 | <b>107,188</b>        |
| <b>Gross profit</b>  | <b>97,380</b>                    | <b>158,249</b>        | <b>82,764</b>                                 | <b>135,696</b>        |
| <b>Operating expenses:</b>                                   |                                  |                       |   |                       |
| Sales and marketing  | 35,854                           | 59,106                | 29,758  | 50,556                |
| Research and development                                     | 32,553                           | 61,107                | 31,352  | 58,767                |
| General and administrative                                   | 22,896                           | 42,404                | 22,857  | 39,455                |
| Amortization of intangibles                                  | 7,421                            | 16,147                | 8,120   | 18,491                |
| <b>Total operating expenses</b>                              | <b>98,724</b>                    | <b>178,764</b>        | <b>92,087</b>                                 | <b>167,269</b>        |
| <b>Income/(loss) from operations</b>                         | <b>(1,344)</b>                   | <b>(20,515)</b>       | <b>(9,323)</b>                                | <b>(31,573)</b>       |
| Interest income  | 59                               | 150                   | 70  | 194                   |
| Interest expense   | (2,690)                          | (5,438)               | (2,764)                                       | (5,237)               |
| Other (expense) income, net                                  | 142                              | 455                   | (621)   | 1,196                 |
| Loss before income taxes                                     | (3,833)                          | (25,348)              | (12,638)                                      | (35,420)              |
| Income tax provision   | 1,580                            | 1,924                 | 1,708   | 2,439                 |
| Net income (loss)  | (5,413)                          | (27,272)              | (14,346)                                      | (37,859)              |
| Accretion of redeemable convertible preferred stock          | (11,810)                         | (28,157)              | (13,773)                                      | (25,774)              |
| <b>Net income (loss) attributable to common stockholders</b> | <b>(17,223)</b>                  | <b>(55,429)</b>       | <b>(28,119)</b>                               | <b>(63,633)</b>       |

**The Active Network, Inc.**  
**Cash Flow Statement**  
(In \$ thousands)

|  | 6/30/2011      | 12/31/2010    | 3/31/2010     | 12/31/2009    |
|--|----------------|---------------|---------------|---------------|
|  | Unaudited      | Audited       | Unaudited     | Audited       |
| Net cash inflow/(outflow) from operating activities  | 66,392         | 42,095        | 54,066        | 28,524        |
| Net cash inflow/(outflow) from investing activities  | (14,912)       | (32,725)      | (17,332)      | (25,968)      |
| Net cash inflow/(outflow) from financing activities  | 74,586         | (4,349)       | (2,031)       | (8,514)       |
| Change in cash and cash equivalents                  | 126,066        | 5,060         | 34,753        | (7,014)       |
| Effect of exchange rate charges on cash              | -              | 39            | 50            | (1,056)       |
| Cash and cash equivalents - beginning of the period  | 31,441         | 26,381        | 26,381        | 33,395        |
| <b>Cash and cash equivalents - end of the period</b> | <b>157,507</b> | <b>31,441</b> | <b>61,134</b> | <b>26,381</b> |